Factors Determining Job Performance Of Employees In Amhara National Regional State Bureaus, Ethiopia

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ABSTRACT
There may be a belief towards Job performance of employees of public organizations at Ethiopian Regional state bureaus is purely lacking and ineffective. But there is no proper measurement taken by the previous researches to identify employees’ job performance in government office adequately. Therefore, this study is intended or tries to examine the factors which determines employees’ job performance in Amahara National Regional State bureaus. The study encompasses six organizations believing that these six organizations represent all regional bureaus in the region and 287 respondents were drawn from six bureaus as a sample by using proportional stratified sampling. Three independent variables were considered to identify the impact or effect on job performance. Such variables are Work engagement, Organizational justice and Public Service Motivation. The Statistical analysis conducted by statistical package for social science (SPSS) version 20 was used to conclude the facts. In order to test, whether these variables determine the performance level of employees or not, the study applied multiple regressions due to more than one independent variable. At last, it was found that the overall performance level of employees is good and also employees’ engagement and public service motivation found in the bureaus identified as satisfactory but organizational justice practice of bureaus is weak.

Key Words: Employees Job performance, Organizational justice, Work engagement, Public Service Motivation, Civil servant, Amhara National Regional State Bureaus (ANRS).

INTRODUCTION
No resource is capable to run in the absence of human though the needed human resource may vary and especially based on the nature of the work (labor intensive and machine intensive) and the latest technology adoption of the organization. Employees are the push and pull mechanism/tool of any organization. By considering the above fact, Monil & Tahir (2011) states that, one of the key indicators for enhancing and improving the services industry is job performance. Job performance refers to the behaviors that are expected in the line of the organizations goals and the purpose under control of individual employees. Hunter and Hunter pointed out that job performance is of interest to the organizations because of the importance of high productivity in the workplace. Employee’s work commitment and loyalty is the success of every employer and the reverse effect of the same is the major cause of organizations failure. Therefore, Employees’ performance is very very inevitable issue which can determine the performance of all other resources in the organization. The subject matter under the present study is job performance of public employees. Public employees are employees who are working at all levels of government (federal, zonal, woreda and kebele). Another name of public employee is civil servant. They provide service to the public by giving service through government offices. (Armstrong, 2009)

According to Ofoegbu & Joseph (2013) employees’ Performance is defined as accomplishment or output in a productivity of system in the form of service or goods. It provides the employee with specific expectations for each major duty. The observable behaviors and actions of employee explain
what are needed in a jobs needed and results that are expected for satisfactory job performance. Thus, nothing shall be studied than this issue. Employees are not working in a vacuum. Knowing the major factor that influence employees job performance comes first to find solution. There are lots of things which hinder their performance. As per the study result of employees’ motivation, ability and role perception are identified to affect performance. Gebregziabher (2009) and other researchers identified other factors that affect public employees’ performance like Enforcement, Politicization, Transparency, Meritocracy, Voice, Wage, Honesty and Resource, Ali, Ali, & Raza (2011); Job aid, Supervisor support and Physical workplace environment, Naharuddin & Sadegi (2013) and organizational justice, work engagement and public service motivation, Jankingthong & Rurkkhum (2012). The researchers used all the above studies as a benchmark and identify factors determining employee’s job performance who are working in governmental organizations. For doing so, the researchers considered six regional bureaus of Amhara regional state found in Bahir Dar city namely Amhara Regional State Agriculture bureau, education bureaus, Water resource development bureau, Industry and urban development bureau, Trade and Transport bureau and Health Bureau.

STATEMENT OF THE PROBLEM

In the last half year civil servants performance evaluation, employees’ performance was a central issue. In almost all the civil service bureaus, the regional state performance is observed and found medium and the employees’ performance is considered as average too. It is also confirmed by other indicators such as absentisum, not giving proper response towards customers and lack of commitment in their present work. So, preliminary , the concentration of the researchers focused on employees who are working in Amhara Regional State Bureaus and those who are not adequately / properly doing their task. By searching the basic reasons for low performance or problem in employees performance, the researchers identified and found that organizational justice, public service motivation and work engagement are the major factors that usually creates an impact on their job performance(Jankingthong & Rurkkhum, 2012). However, as far as ours are concerned, there is no adequate research which was already conducted on this area under the present research study. Subsequently , the literatures are lacking to show out the factor(s) influencing variables which more and/or less affects employees job performance. This point triggers the present researchers Mr. Aragaw and Dr. A.Gajendran to conduct research on this area under this topic on factors determining job performance of Amhara Regional State Bureaus. The study investigated the determinants of public sector employee’s performance for the case of Amhara Regional state, Ethiopia, by taking the region’s bureaus which are working on social sector.

BASIC RESEARCH QUESTIONS

Based on the research problem, the researchers raised the following basic questions:-

1. How far employees are engaged in their present work?
2. Whether ANRS bureaus fairly treating their employees or not ?
3. What appears as motivational factors towards employees to make them to serve better to the general public?
4. Do work engagement, organizational justice and public service motivation affect employees’ job performance?
5. By considering the various factors, which factor has a significant role, impact or effect on employees’ job performance at governmental bureaus?

CONCEPTUAL FRAMEWORK

In this study there are independent and dependent variables. The independent variables are Work engagement, Organizational justice and Public Service Motivation. And the dependent variable is job performance. According to Schaufeli &Bakker (2006) work engagement is characterized by high level of energy and vigor, dedication and enthusiasm while working and being pleasantly absorbed or immersed in work activities. Organizational justice refers to the extent to which employees perceive work place procedures, interactions and outcomes to be faire in nature (Baldwin, 2006). Organizational
justice has three distinct dimensions: distributive justice, procedural justice and interactional justice (Bowen et al., 2007). According to Perry (1996) Public Service Motivation is a theorized attribute of government employees that provides them with a desire to serve the public. Public service motivation is composed of four pointers. (1) attraction to policy. (2) commitment to public interest (3) compassion (4) self-sacrifice. Job performance is the degree to which employees are effective in performing their job. It is composed of job, career, innovator, team and organization (Wolbournie, Johnson, & Erez, 1998).

**Figure - 1. Conceptual framework**

![Figure - 1. Conceptual framework](image_url)

**HYPOTHESES**

Making the work of different researchers as a baseline, the researchers hypothesizes the following relationships:

- H1: Organizational justice positively affects job performance.

**OBJECTIVE OF THE STUDY**

**General objective**

The general objective of the study is to investigate factors that determine employees’ job performance in Amhara Regional State bureau, Ethiopia.

**Specific objectives**

- To find out the existing condition of ANRS bureaus in their employees’ engagement, organizational justice, public service motivation and employees performance.
- To explore the effect of Organizational justice on job performance.
- To look at the effect of Work engagement on job performance.
- To see the impact of Public service motivation on job performance.
- To identify variable(s) that dominantly affects job performance.

**REVIEW OF RELATED LITERATURE**

According to Rich & Lepine (2010), Realizing the relationship of employees’ engagement and performance; Individuals reported were more engaged in their jobs when they also reported higher levels of value congruence, perceived organizational support, and core self-evaluations. The result of Moazzezi, Sadreddin, & Bablan (2014) shows that there is a positive relationship between organizational justice and its dimensions (distributive justice, procedural justice, informational justice) and job performance and its dimensions (context and obligation) and also there is a weak relationship between the above cases and procedural justice, so to promote employees' job performance in the area of organizational justice and its dimensions. Employee motivation and performance is very central in the management of employee within a company or organization. This is because it has a direct bearing on the company productivity or quality of services rendered. This intends has an impact on the company profits and continued existence. As a consequence, management most continuously put in place a veritable motivational structure so as to achieve greater performance. Due to the importance of motivation on employee performance within the business, it has led to a lot of academic writings. This
branch of social science has posed a lot challenges to scholars, researchers and entrepreneurs. (William, 2010). Managers within companies or organizations are primarily responsible to ensure the tasks or job is done through employees in the right way. To achieve this, these managers must ensure that they have a competent personnel department for the recruitment of the best employees that are capable to do the job. For the company to optimize employee’s performance there is need for the employees to be sufficiently motivated. Therefore, motivation in theory and practice becomes a difficult subject touching on several disciplines. Although a lot of scholarly research has been written on motivation, this subject is not clearly understood and more often than not poorly practiced (William, 2010).

**MODEL SPECIFICATION**

The model of this research can be demonstrated as:-

\[
EJP = \beta_0 + \beta_1 \text{OJ} + \beta_2 \text{WE} + \beta_3 \text{PSM} + \nu_i
\]

Where; EJP is Employees Job Performance,
OJ is Organizational Justice,
WE is Work Engagement,
PSM is Public Service Motivation
\(\nu_i\) is Error Term
\(\beta_0\) is the Intercept
\(\beta_1\), \(\beta_2\) and \(\beta_3\) are Coefficients of Variables

**RESULTS OF PRESENT STUDY**

<table>
<thead>
<tr>
<th>No.</th>
<th>Variables</th>
<th>Category</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Sex</td>
<td>Male</td>
<td>126</td>
<td>46.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Female</td>
<td>143</td>
<td>53.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>266</td>
<td>100</td>
</tr>
<tr>
<td>2.</td>
<td>Age</td>
<td>Below 24</td>
<td>19</td>
<td>7.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>25-34</td>
<td>125</td>
<td>47.0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>35-44</td>
<td>77</td>
<td>28.9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>45-54</td>
<td>38</td>
<td>14.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Above 55</td>
<td>7</td>
<td>2.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>256</td>
<td>100.0</td>
</tr>
<tr>
<td>3.</td>
<td>Office</td>
<td>Agriculture bureau</td>
<td>49</td>
<td>18.4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Water resource</td>
<td>45</td>
<td>16.9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Education</td>
<td>43</td>
<td>16.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Industry and urban</td>
<td>45</td>
<td>16.9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Trade and transport</td>
<td>38</td>
<td>14.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Health bureau</td>
<td>46</td>
<td>17.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
<td>266</td>
<td>100.0</td>
</tr>
</tbody>
</table>

*Source: Field Survey, (2014)*

The above table shows that there are 126 (46.2%) male respondents and 143 (53.8%) female respondents. The major respondents are female. It also shows that 19(7.1%) of the respondents are below the age of 24 years, 125(47.0%) of the respondents are between the age of 25 to 34 years, 36(16.7%) of the respondents are between the age of 35 to 44 years, 38(14.3%) of the respondents are
between the age of 45 to 54 years and 7(2.6%) in the age of above 55 years. This implies the major respondents are young workers. Bureaus from which employees working shows that 49(18.4%) of the respondents are workers of agriculture bureau, 45(16.9%) of the respondents are employees of water resource bureau, 43(16.2%) of them are from education bureau, industry and urban employees constitute 45(16.9%) of the respondents, 38(14.5%) of the respondents are employees of trade and transport bureau and 46(17.3%) are workers of health bureau. From the six bureaus the majority of respondents are from agriculture bureau. This is because respondents selected from this bureau better filled and returned questionnaires.

Results of Correlation of Variables

Table – 2 : Result of Correlation Analysis between Dependent and Independent Variables

<table>
<thead>
<tr>
<th>Correlations</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spearman's rho</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Employees job performance</td>
<td>Correlation Coefficient</td>
<td>1.000</td>
<td>.609**</td>
<td>.561**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>266</td>
<td>266</td>
<td>266</td>
<td>266</td>
</tr>
<tr>
<td>2. Work engagement</td>
<td>Correlation Coefficient</td>
<td>.609**</td>
<td>1.000</td>
<td>.547**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>266</td>
<td>266</td>
<td>266</td>
<td>266</td>
</tr>
<tr>
<td>3. Organizational Justice</td>
<td>Correlation Coefficient</td>
<td>.561**</td>
<td>.547**</td>
<td>1.000</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>266</td>
<td>266</td>
<td>266</td>
<td>266</td>
</tr>
<tr>
<td>4. Public service motivation</td>
<td>Correlation Coefficient</td>
<td>.427**</td>
<td>.536**</td>
<td>.493**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>266</td>
<td>266</td>
<td>266</td>
<td>266</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS computation, 2014

The above table clearly shows that the result of correlation analysis of employees’ job performance with work engagement, organizational justice and public service motivation. Results indicate that work engagement is positively significantly related with employees job performance (r= .609** p<0.01). The implication is work engagement induce employees to do as expected in AWWCE. Organizational justice is positively significantly related with employees’ job performance(r=.561**, p<0.01). This indicates that organizational justice encourages workers to performance more. Also, public service motivation is positively significantly related with employees job performance(r=.427**, p<0.01). The implication is that with the presence of public service motivation employees’ job performance is enhanced.

Results of One Sample T – Test

Table - 3 : One sample statistics

<table>
<thead>
<tr>
<th>One-Sample Statistics</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Std. Error Mean</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance</td>
<td>266</td>
<td>3.6061</td>
<td>.60459</td>
<td>.03707</td>
<td></td>
</tr>
<tr>
<td>Work engagement</td>
<td>266</td>
<td>3.7515</td>
<td>.79698</td>
<td>.04887</td>
<td>.000</td>
</tr>
</tbody>
</table>
The above two tables depict that the means of job performance, work engagement, organizational justice and public service motivation is 3.6061, 3.7515, 3.0297 and 3.9016 respectively and the means are significantly above average except organizational justice. More clearly, organizational justice is not significantly above average. Therefore, the job performance of employees working in ANRS civil service bureaus is somehow good; employees are goodly engaged in their work and also employees are doing their work being in a good motivation. But justice of public organizations is not good. The implication is that employees are lacking faire treatment in their respective organizations.

Results of Regression Analysis

**Table - 4 : Model summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Change Statistics</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.687a</td>
<td>.471</td>
<td>.465</td>
<td>0.471</td>
<td>77.849</td>
</tr>
</tbody>
</table>

The output of regression in model summary describes whether the model is successful in predicting employees’ job performance or not. Entre method used to identify statistically determinant variables in predicting the dependent variable. The value of multiple correlation coefficients between the predictor and the outcome is indicated by R. R value is found .687 shows the simple correlation between the three dependent variables (work engagement, organizational justice and public service motivation) and employees’ job performance. $R^2$ is the measure of how much of the variability in the employees’ job performance is accounted for by predictors. In this study, $R^2$ is found 0.471. This value indicates that the three independent variables (work engagement, organizational justice and public service motivation) collectively contribute 47.1% of the variation in employees job performance while the rest 52.9% is predicted by other variables.

**Table - 5 : Coefficients of variables**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.203</td>
<td>.205</td>
<td>.223</td>
<td>5.868</td>
<td>.000</td>
</tr>
<tr>
<td>Organizational Justice</td>
<td>.170</td>
<td>.042</td>
<td>.223</td>
<td>4.026</td>
<td>.000</td>
</tr>
<tr>
<td>Work engagement</td>
<td>.331</td>
<td>.045</td>
<td>.437</td>
<td>7.326</td>
<td>.000</td>
</tr>
<tr>
<td>Public service motivation</td>
<td>.165</td>
<td>.065</td>
<td>.143</td>
<td>2.539</td>
<td>.012</td>
</tr>
</tbody>
</table>

a. Dependent Variable: job performance of employees

The above table shows that the positive significant relationship is observed between work engagement and employees job performance ($B=0.331, p<0.05$). So, the first hypothesis is Work accepted. Also, the $B$ value of organizational justice is $0.170$ and $p<0.05$ the second hypothesis is accepted again since the relationship is positive and significant. The last hypothesis is acceptable here again as there exist
positive significant relationship between public service motivation and employees job performance (b=0.165, p<0.05).

DISCUSSIONS

The regression analysis is revealing that an improvement of Work engagement will result in 0.331 enhancement of employees’ job performance. Meaning, if bureaus improve work engagement, the job performance of employees will be increased by 0.331. The implication of the result is if bureaus are able to make their employees more concentrated on jobs, employees’ job performance is to be enhanced by the indicated value. This result is consistent with the finding of Rich et al. (2010) which states that employees’ engagement positively affects job performance and individuals reporting higher levels of engagement tended to receive higher supervisor ratings of task performance. And Bakker, (2011) also found that engaged workers are more open to new information, more productive, and more willing to go the extra mile. Whenever bureaus treat their employees fairly in all aspects of the bureau (like decision making, benefit distribution and way they are treated) the job performance of employees can be enlarged. The more employees participate in organizational decisions, payment is based on job level and faire standard, and approached in interesting way the more they perceive as they are respected and considered as important for the organization. This felling leads them to devote much on the given Work. This is the same with Choudhry et al., (2011) stating that employees are the most important asset of an organization and the long-term viability and effectiveness of any organization critically depends on the skills, expertise, competencies and proactive behaviors which include perception of justice (Organizational Justice) and Moazzezi et al., (2014) states that there is positive relationship between organizational justice and university employees. These scholars considered dimensions of organizational justice as in dependent variables and job performance which is considered in this study too. However, they disclosed that all indicators have effect on performance of employees. The indication is that, motivated employees are more effective and efficient in jobs. So, while civil servants are motivated in delivering quality service to the public their performance level gets improved. Furthermore, motivated employees are more committed to their organizations and show less insubordination and grievance; they are also more creative, innovative, and responsive to customers, thus job performance will be as expected by the organization. Subsequently, the performance of employees is highly dependent on motivation. This result agrees with the result of Imanzadeh & Camal, (2011) indicates that there is a significant and positive relationship between the motivation and the environmental factors and the degree of productivity of employees of sport departments of Ardabil province. Furthermore, the finding of Gebregziabher (2009) that conducted research on Ethiopian public service states motivation is non-linearly related with individual performance.

CONCLUSION AND RECOMMENDATION

Employees of ANRS bureaus workers are engaged enough though it is not at a maximum level. This means employees are somewhat committed and involved towards their organizational responsibilities and values (Desai, Majumdar, & Prabhu, 2010). This is one rationale behind the good employees’ performance of ANRS bureaus as employees’ engagement significantly affects performance, the current study found. This study indicates that Employees’ engagement has much more effect on performance of employees (B=0.331). So, making employees more concerned, committed, involved as well as concentrated will result for a better employee’s performance.

The public organizations are showing relatively poor organizational justice practice. By this, employees are in a feeling of being ignored by their and organizational issues. On the contrary, this research revealed that organizational justice or fairness of organizations significantly affects employees’ performance (Moazzezi et al., 2014). So, employees’ are a potential of performing much than their current performance but since they are lacking faire treatment by their respective organization; they may not continue their current performance status and they could have been a performance better that the current one. Civil service employees of ANRS are has a motive to serve the public. It is very clear that a motivated employee is effective because he/she is getting an internal and
external motive to do greater. And the effect of public service motivation on performance of employees is found to be significant (Gebregziabher, 2009). Therefore, if there exist reasons employees are motivated and as a result high performance score can be seen but if there is nothing to motivate employees their performance will consequently be poor. In order to increase workers performance in ANRS bureaus the factors raised in this study has to get emphasis to be improved (using all the above mechanisms) in all organizations. The results will have important implications and the researchers believes it is supportive for all Amhara National Regional Sate public service organizations in particular and all Ethiopian public organizations in general. Having said this, the coming researchers shall include more factors and check their effect on performance of employees. Taking more samples from all bureaus in essential to make the study more accurate.

REFERENCES


